

Army Programs

Department of the Army Functional Review

Headquarters
Department of the Army
Washington, DC
12 September 1991

Unclassified

Report Documentation Page		
Report Date 12 Sep 1991	Report Type N/A	Dates Covered (from... to) -
Title and Subtitle Army Programs: Department of The Army Functional Review		Contract Number
		Grant Number
		Program Element Number
Author(s)		Project Number
		Task Number
		Work Unit Number
Performing Organization Name(s) and Address(es) Department of the Army Headquarters Washington, DC		Performing Organization Report Number
Sponsoring/Monitoring Agency Name(s) and Address(es)		Sponsor/Monitor's Acronym(s)
		Sponsor/Monitor's Report Number(s)
Distribution/Availability Statement Approved for public release, distribution unlimited		
Supplementary Notes		
Abstract		
Subject Terms		
Report Classification unclassified		Classification of this page unclassified
Classification of Abstract unclassified		Limitation of Abstract UU
Number of Pages 12		

SUMMARY of CHANGE

AR 11-3

Department of the Army Functional Review

This revision assigns responsibilities for the U.S. Army Special Operations Forces Functional Review (para 1-10); and redefines the Department of the Army Functional review policy (para 2-1).

Army Programs

Department of the Army Functional Review

By Order of the Secretary of the Army:

GORDON R. SULLIVAN
General, United States Army
Chief of Staff

Official:


MILTON H. HAMILTON
Administrative Assistant to the
Secretary of the Army

History. This UPDATE printing publishes a revision of this publication. Because the publication has been extensively revised, the changed portions have not been highlighted.

Summary. This regulation defines Department of the Army Functional Review and prescribes policies and procedures governing

development, briefing, and follow-up of functional reviews. It also lists functional areas that are to be assessed and clarifies how functional review expenses will be funded.

Applicability. This regulation applies to the Active Army, Army National Guard, and U. S. Army Reserve.

Proponent and exception authority.
Not applicable

Army management control process.
This regulation is not subject to the requirements of AR 11-2. It does not contain internal control provisions.

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from HQDA (DAPE-MBI), WASH DC 20310-0300.

Interim changes. Interim changes to this regulation are not official unless they are authenticated by the Administrative Assistant to

the Secretary of the Army. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested Improvements. The propo-
nent agency of this regulation is the Office of
the Deputy Chief of Staff for Personnel. Us-
ers are invited to send comments and sug-
gested improvements on DA Form 2028
(Recommended Changes to Publications and
Blank Forms) directly to HQDA
(DAPE-MBI), WASH DC 20310-0300.

Distribution. Distribution of this publica-
tion is made in accordance with the require-
ments on DA Form 12-09-E, block number
3522, intended for command level C, D, and
E for the Active Army, the Army National
Guard, and the U.S. Army Reserve.

Contents (Listed by paragraph and page number)

Chapter 1
Introduction, page 1

Section I

General, page 1
Purpose • 1-1, *page 1*
References • 1-2, *page 1*
Explanation of abbreviations and terms • 1-3, *page 1*

Section II

Responsibilities, page 1
Assistant Secretary of the Army (Financial Management) (ASA (FM)) and the Assistant Secretary of the Army (Manpower and Reserve Affairs) ASA (M&RA) • 1-4, *page 1*
Deputy Chief of Staff for Personnel (DCS PER) • 1-5, *page 1*
Heads of Headquarters, Department of the Army, agencies and MACOMS • 1-6, *page 1*
Commanding General, U.S. Army Training and Doctrine Command (CG, TRADOC) • 1-7, *page 1*
The Surgeon General • 1-8, *page 1*
Commander (Cdr), U.S. Army Soldier Support Center • 1-9, *page 1*
Commander, U.S. Army Special Operations Command • 1-10, *page 1*
Branch proponents • 1-11, *page 1*
Commanding General, Total Army Personnel Command (CG, PERSCOM) • 1-12, *page 2*

Commander, U.S. Army Personnel Integration Command (Cdr, USAPIC) • 1-13, *page 2*
Chief, National Guard Bureau (CNGB) • 1-14, *page 2*
Chief, Army Reserve • 1-15, *page 2*
Commander, U.S. Army Force Integration Support Agency (Cdr, USAFISA) • 1-16, *page 2*

Chapter 2
Functional Review Policy and Format, page 2

Policy • 2-1, *page 2*
Functional review team • 2-2, *page 2*
Functional review process • 2-3, *page 2*
Functional review issues • 2-4, *page 3*
Functional review areas/branches • 2-5, *page 3*
Funding • 2-6, *page 3*

Appendix A. References, *page 4*

Glossary

Index

RESERVED

Chapter 1 Introduction

Section I General

1–1. Purpose

This regulation assigns responsibilities and presents the policies and procedures, in logical sequence, for developing, briefing, and monitoring the Department of the Army functional review (FR).

1–2. References

Required publications are listed in appendix A.

1–3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

Section II Responsibilities

1–4. Assistant Secretary of the Army (Financial Management) (ASA (FM)) and the Assistant Secretary of the Army (Manpower and Reserve Affairs) ASA (M&RA)

The ASA (FM) and the ASA (M&RA) will—

- a. Provide representation at the Council of Colonels (COC) according to milestones in paragraph 2–3c.
- b. Support and participate in the FR by assisting with identification and resolution of issues.
- c. Provide input as required.

1–5. Deputy Chief of Staff for Personnel (DCS PER)

The DCS PER will be the executive agent for the FR process and as such—

- a. The DCS PER; the Director of Manpower, Office of the Deputy Chief of Staff for Personnel (ODCS PER); or his designated representative, will chair the FR briefing.
- b. The Chief of Personnel Structure and Force Integration (DAPE-MBI) is responsible for overall management of the FR process.
- c. The Personnel Systems Staff Officer (PERS SO) of the branch for which a FR is conducted, will—

(1) Serve as the Army point of contact and primary coordinator for the FR. As the primary coordinator, the PERS SO will ensure all branch, Major Army Command (MACOM), and functional area issues are coordinated with respective proponents, MACOMs and Army Staff (ARSTAF) representation.

(2) Manages the FR throughout the entire process as defined by the milestones in paragraph 2–3c; schedule prebriefs and conference rooms, prepare conference layout, attendee lists, seating plans, and number and type of briefing charts; prepare and brief the status of personnel related issues from previous FR and functional area assessment (FAA); and conduct “issue scrubs” after each major briefing shown in the FR milestones.

(3) Identify and assign issues for resolution to the appropriate agency or command based on the FR briefing, the DCS PER, and FR participant guidance.

(4) Develop milestones for resolution of issues and disseminate to responsible agencies; hold post-FR issue scrub and then periodic in-process reviews (IPR) to work toward resolution of issues according to milestones. After the FR, some issues will also become issues in the FAA process. To avoid duplication, track these issues in the FAA issue tracking system. Track remaining FR issues; give each issue a number, assign issue proponent and action agencies, and establish suspenses and procedures for submission of status reports or executive summaries (EXSUM).

1–6. Heads of Headquarters, Department of the Army, agencies and MACOMS

Heads of HQDA agencies and MACOMs will—

- a. Support and participate in the FR by presenting coordinated

information concerning their assigned responsibilities and by identifying issues for presentation at the Action Officer (AO) meetings, COC and FR.

b. Ensure resolution of issues and accomplishment of actions assigned during the FR process.

c. Provide representation at the AO meetings, the COC, and the FR according to milestones in paragraph 2–3c.

1–7. Commanding General, U.S. Army Training and Doctrine Command (CG, TRADOC)

The CG, TRADOC will—

a. Function as the overall proponent for branch FR categories except medical, special operations forces (SOF), and those that fall under the general category of personnel service support (PSS) (that is, Adjutant General (AG), Finance, Chaplain, Public Affairs, and Judge Advocate General (JAG)).

b. Provide representation as required at the AO meetings, COC, and the FR according to the milestones in paragraph 2–3c.

1–8. The Surgeon General

The Surgeon General is the proponent for medical Frs.

1–9. Commander (Cdr), U.S. Army Soldier Support Center

The Cdr, U.S. Army Soldier Support Center is the proponent for AG and Finance and is responsible for integrating the other individual presentations covered by PSS into a single briefing. Proponents for other portions of the PSS FR are as follow:

a. The Chief of Public Affairs is responsible for the Public Affairs portion of the PSS FR.

b. The Chief of Chaplains is responsible for the Chaplain portion of the PSS FR.

c. The JAG is responsible for the JAG portion of the PSS FR.

1–10. Commander, U.S. Army Special Operations Command

The Cdr, U.S. Army Special Operations Command is the proponent for Army Special Forces.

1–11. Branch proponents

Branch proponents in conjunction with MACOMs, ARSTAF, National Guard Bureau (NGB), and the Chief, Army Reserve (CAR) will—

a. Develop personnel issues (according to AR 600–3) relating to their branch that require presentation to the DCS PER for resolution or are of such importance that they should be made known to the DCS PER. Issue identification, development, and inclusion in the FR briefing is the prerogative of the proponent, however, issues focused on in the briefing should be those issues of sufficient significance to be briefed to the DCS PER and possibly to the Vice Chief of Staff, U.S. Army (VCSA), if the issue is carried over to the FAA.

b. Develop and brief the proponent overview/initiatives and training portion of the FR. The proponent commandant will also make opening remarks at the FR.

c. Ensure all information to be presented in the FR is integrated into a single coordinated briefing.

d. Present coordinated information at the FR and identify issues as well as those actions required to resolve the issues.

e. Resolve issues and accomplish actions assigned during the FR process, ensuring operations security throughout the FR cycle.

f. Provide unit location charts for the Active Army, the Army National Guard (ARNG), and the U.S. Army Reserve (USAR).

g. Provide professional development and training strategy during the proponent portion of the FR briefing.

h. Perform as an integral member of the FR team throughout the FR cycle.

i. Provide Manpower and Personnel Integration (MANPRINT) update information on selected Department of the Army IPR, Army Systems Acquisition Review Committee, and selected systems according to DCS PER guidance.

1–12. Commanding General, Total Army Personnel Command (CG, PERSCOM)

The CG, PERSCOM, will—

- a. Analyze and provide required data briefing charts on active component officer, warrant officer, and enlisted inventories.
- b. Provide an AO/briefing officer to prepare and brief the PERSCOM portion of the FR.
- c. Participate in resolution of issues and accomplishment of actions as necessary.
- d. Perform as an integral member of the FR team throughout the FR cycle.
- e. Identify and develop issues.
- f. Provide a COC member.

1–13. Commander, U.S. Army Personnel Integration Command (Cdr, USAPIC)

The Cdr, USAPIC, will—

- a. Analyze and provide required data briefing charts on active component officer, warrant officer, and enlisted authorizations and structure.
- b. Provide an AO/briefing officer to prepare and brief the USAPIC portion of the FR.
- c. Participate in resolution of issues and accomplishment of actions as needed.
- d. Perform as an integral member of the FR team throughout the FR cycle.
- e. Identify and develop issues.
- f. Provide a COC member.

1–14. Chief, National Guard Bureau (CNGB)

The Chief, NGB will—

- a. Analyze and provide required data briefing charts on ARNG officer, warrant officer, and enlisted structure, authorizations, inventory, and military occupational specialty (MOS) qualification percentage.
- b. Develop personnel and training issues relating to the ARNG in the branch being reviewed.
- c. Provide an AO/briefing officer to prepare and brief the ARNG portion of the FR.
- d. Participate in resolution of issues and accomplishment of actions as needed.
- e. Perform as an integral member of the FR team throughout the FR cycle.
- f. Identify and develop issues.
- g. Provide a COC member.

1–15. Chief, Army Reserve

The CAR will—

- a. Analyze and provide required data briefing charts on USAR officer, warrant officer, and enlisted structure, authorizations, MOS qualification, and inventory to include the Individual Ready Reserve.
- b. Develop personnel and/or identify training issues relating to the USAR in the branch being reviewed.
- c. Provide an AO/briefing officer to prepare and brief the USAR portion of the FR.
- d. Participate in resolution of issues and accomplishment of actions as needed.
- e. Perform as an integral member of the FR team throughout the FR cycle.
- f. Identify and develop issues.
- g. Provide a COC member.

1–16. Commander, U.S. Army Force Integration Support Agency (Cdr, USAFISA)

The Cdr, USAFISA, will—

- a. Initiate action to identify documentation errors and take corrective action.
- b. Develop and provide data for MOS documentation for FR/FAA use.

c. Prepare and provide complete FR/FAA briefing charts as required to HQDA (Office of the Deputy Chief of Staff for Operations and Plans (ODCSOPS) Action Officer), WASH, DC 20310—0450.

Chapter 2 Functional Review Policy and Format

2–1. Policy

a. FRs serve as intensive management forums that permit the Army leadership to identify and resolve issues that preclude or inhibit the execution of short-term plans and programs. They specifically focus on the execution years, the budget year, and the first Program Objective Memorandum year. The FR provides a forum to express total personnel requirements for a functional area and to assess the effects of force modernization for a complete functional area. The FR when conducted in conjunction with the FAA, serves as the personnel portion of the FAA.

b. FRs are designed to support the Army's undertaking of force modernization. This modernization involves the fielding of hundreds of new material systems or components of systems, new organizations, and implementation of concepts and doctrine. In order to provide trained soldiers at the right time and place to man new systems and the Army's force structure, quality men and women must be recruited, trained, distributed, retained, and separated in an environment of constrained resources. To accomplish these difficult tasks, the Army must be able to identify its personnel skill requirements in sufficient time to allow the personnel and training communities enough lead time to produce the required numbers of soldiers. The FR examines all new material systems and force structure changes along with projected personnel inventories planned for a functional area (for example, field artillery, transportation, signal). The FR serves to determine the impact of these changes on a functional area and helps to draw conclusions and inferences regarding the Army's ability to support the new systems and structure changes.

c. FRs are scheduled in coordination with the appropriate proponent and with MACOMs.

2–2. Functional review team

The FR team is composed of personnel from the following Army elements:

- a. Branch proponent.
- b. The ODCS PER.
- c. PERSCOM.
- d. USAPIC.
- e. NGB.
- f. Office of the Chief, Army Reserve (OCAR).
- g. MACOMs.
- h. Office of the Chief of Engineers (OCE) for engineer functional reviews.

2–3. Functional review process

a. Timing of the FR is linked with the FAA.

(1) The FAA schedule will be event driven. Scheduling of the FAA for Branch will be per coordination between TRADOC and ODCSOPS. The FR will normally be conducted 2 to 3 months prior to the FAA.

(2) If no FAA is scheduled within the normal timeframe, a FR may still be scheduled to resolve issues affecting personnel management.

(3) The organizational integrator will be primary point of contact for each branch FAA. The central point of contact for all FAA scheduling and administration is ODCSOPS. The scheduling of FR events is the responsibility of the PERSO (DAPE-MBI) in coordination with the Branch proponent.

b. Approximately 6 months prior to the scheduled FAA briefing for the VCSA, HQDA, ODCSOPS will announce the specific date of the branch FAA, designate planning milestones, provide guidance

on how issues should be described and formatted, and clarify administrative matters to ensure an orderly FAA. The PERSSO uses this schedule along with the DAMO-FD long-term FAA schedule, as a guide for scheduling the FR because FR issues may carry over to the FAA, and the FR cycle should proceed and merge with the FAA schedule.

c. A typical FR/FAA schedule and timeline is shown in table 2-1.

d. A typical FR agenda is shown in table 2-2.

2-4. Functional review issues

a. The primary purpose of the FR process is to review, identify, and resolve personnel management issues. An issue for FR purposes is generally a significant disconnect that would inhibit proper fielding of forces. Issues are depicted on FR briefing charts as clouds containing the issue and proposed corrective actions. Issues must be carefully written to clearly define the problem. They must also be specific, with an action agency specified.

b. Subsequent to the FR, issues must be tracked to resolution; some may FAA issues and should be tracked in the FAA process. The remaining FR issues should be tracked separately but similarly to the FAA issues. This includes giving each issue a number, assigning issue proponent and action agencies, and establishing suspense procedures for submission of issue status reports or EXSUMS. FAA issues normally will be reviewed every 4 months. The more formal review, which occurs 1 year after the FAA, is entitled the FAA Annual Review. FR issues will be reviewed simultaneously with the FAA issues to the extent possible.

c. Any member of the FR team may add or identify an issue during the FR process. However, issues identified subsequent to the COC must be fully coordinated prior to the FR.

d. The PERSSO will keep a record of all FR/FAA issues and their resolution status. The PERSSO will also brief all DCSPER issues at IPRs and annual reviews.

Table 2-1
FR/FAA schedule/timeline

FR schedule/timeline	Weeks	FAA schedule/timeline
FR announcement message	F-26	
First action officer (AO) meeting	F-24	
COC	F-20	
Issue scrub		F-22 FAA announcement message
AO meeting		First AO meeting ¹
Prebrief prop CG		
Prebrief CG, PERSCOM		F-14 AO in-process review (IPR)
Prebrief Army Staff General (Gos)		
Prebrief DCSPER		
DCSPER FR	F-13	
Issue scrub		
	F-9	FAA draft briefing Charts due to DAMO-FDY
	F-7	COC issue scrub
	F-5	Prebrief proponent CG
	F-4	Final proponent/ARSTAF briefing charts due to DAMO-FD
	F-3	Proponent/ARSTAF briefing
		Issue scrub
	F-1	Final FAA charts due to DAMO-FDY
		F-Day VCSA FAA
	F+1	Issue scrub

Notes:

¹ (Other meetings may be included)

Table 2-2
Typical FR agenda

Subject	Responsible agency
DCSPER opening remarks	ODCSPER/Director of Manpower
Proponent commandant introduction	Branch commandant
PERSSO overview/issue review	PERSSO (DAPE-MBI)
Proponent overview	Proponent
Training initiatives	Proponent
Active Army:	
Force structure	USAPIC
Authorizations	USAPIC
Inventories	PERSCOM
ARNG:	
Force structure	NGB
Authorizations	NGB
Inventories	NGB
USAR:	
Force structure	OCAR
Authorizations	OCAR
Inventories	OCAR
Recap of issues	ODCSPER/Director of Manpower

2-5. Functional review areas/branches

a. FRs for functional branches of the Army shown below will be conducted no sooner than every 2 years.

- (1) Armor.
- (2) Infantry.
- (3) Field Artillery.
- (4) Aviation (less SOF Aviation).
- (5) Engineer.
- (6) Military Intelligence.
- (7) Air Defense Artillery.
- (8) Signal Corps.
- (9) Chemical.
- (10) Adjutant General.
- (11) Finance.
- (12) Chaplain.
- (13) Public Affairs.
- (14) Judge Advocate General.
- (15) Military Police.
- (16) Quartermaster.
- (17) Transportation.
- (18) Ordnance.
- (19) SOF (Special Forces, Psychological Operations, Civil Affairs, 75th Ranger Regt., and SOF Aviation).
- (20) Medical.

b. The functional areas in a (10) through (14) above will be assessed during a single FR briefing (under the general category of PSS).

2-6. Funding

MACOMs and ARSTAF agencies will fund their participation in the FR from within their operating budgets.

Appendix A

References

Section I

Required Publications

AR 600-3

The Army Personnel Proponent System. Cited in para 1-11a.

Section II

Related Publications

This section contains no entries.

Section III

Prescribed Forms

This section contains no entries.

Section IV

Referenced Forms

This section contains no entries.

Glossary

Section I Abbreviations

AG
Adjutant General

AO
Action Officer

ARNG
Army National Guard

ARSTAF
Army staff

ASA (FM)
Assistant Secretary of the Army (Financial Management)

ASA (M&RA)
Assistant Secretary of the Army (Manpower & Reserve Affairs)

CAR
Chief, Army Reserve

Cdr
commander

CG
commanding general

CNGB
Chief, National Guard Bureau

COC
Council of Colonels

DCSPER
Deputy Chief of Staff for Personnel

EXSUM
Executive Summary

FAA
Functional Area Assignment

FR
Functional Review

HQDA
Headquarters, Department of the Army

IPR
in-process review

JAG
Judge Advocate General

MACOM
major Army command

MANPRINT
Manpower and Personnel Integration

MOS
military occupational specialty

NGB
National Guard Bureau

OCAR
Office of the Chief, Army Reserve

OCE
Office of the Chief of Engineers

ODCSOPS
Office of the Deputy Chief of Staff for Operations and Plans

ODCSPER
Office of the Deputy Chief of Staff for Personnel

PERSCOM
U.S. Total Army Personnel Command

PERSSO
Personnel Systems Staff Officer

PSS
personnel service support

SOF
Special Operations Forces

TRADOC
U.S. Army Training and Doctrine Command

USAPIC
U.S. Army Personnel Integration Command

USAFISA
U.S. Army Force Integration Support Agency

USAR
U.S. Army Reserve

VCSA
Vice Chief of Staff, U.S. Army

Section II Terms

Actions
Discrete measures required to resolve the identified issues. A finite action verb (for example, develop, provide, conduct, determine) will begin the action statement. All pertinent actions taken together must prompt sufficient activity to resolve the issue.

Branch FR/FAA
A functional part of the Total Army, such as Field Artillery or Infantry, scheduled on a recurring biennial cycle.

Council of Colonels
A supervisor level meeting held prior to the FR with the purpose of reviewing and/or resolving AO developed issues and concerns (and the associated action plans required for closure) prior to presentation at the FR.

Functional area assessment
A method for integrating the efforts of the Army Staff, the U.S. Army Training and Doctrine Command, the U.S. Army Materiel Command, and other MACOMs to identify

discontinuance in Army plans and develop action plans that will assure success of Army force integration.

Functional review

A management tool that the DCSPER uses to determine the personnel manning impacts resulting from force modernization programs and to assess the current and projected health of a functional area. Review includes examination of the aspects of new materiel systems and new or restructured organizations affecting the functional area. This process enables the DCSPER to identify many personnel issues that, if not resolved, could impede the fielding of new systems and organizations or result in a degradation of unit readiness.

Issues

Problems that complicate or frustrate timely and efficient execution of force modernization plans or programs.

Issue scrub

A meeting conducted after the COC, FR, and other briefings by the PERSSO with the purpose of clearly defining and writing the issues. Agencies and commands responsible for issue/action resolution are also identified.

Section III

Special Abbreviations and Terms

There are no special terms.

Index

This index is organized alphabetically by topic and by subtopic. Topics and subtopics are identified by paragraph, appendix, or table number.

Army Reserve, 1-15

Assistant Secretary of the Army (Financial Management), 1-4

Assistant Secretary of the Army (Manpower and Reserve Affairs), 1-4

Branch Proponents, 1-11

Deputy Chief of Staff for Personnel, 1-5

Explanation of abbreviations and terms, 1-3

Functional Review Format, 2-5

Areas/Branches, 2-5

Funding, 2-6

Issues, 2-4

Process, 2-3

Team, 2-2

Head of HQDA agencies and MACOMs, 1-6

National Guard Bureau, 1-14

Policy, 2-1

Purpose, 1-1

References, 1-2

The Surgeon General, 1-9

Total Army Personnel Command, 1-12

U.S. Army Force Integration Support Agency, 1-16

U.S. Army Personnel Integration Command, 1-13

U.S. Army Soldier Support Center, 1-9

U.S. Army Training and Doctrine Command, 1-7

Unclassified

PIN 063836-000

USAPA

ELECTRONIC PUBLISHING SYSTEM
TEXT FORMATTER ... Version 2.45

PIN: 063836-000

DATE: 08-05-98

TIME: 16:29:41

PAGES SET: 10

DATA FILE: ar11-3.fil

DOCUMENT: AR 11-3

DOC STATUS: NEW PUBLICATION